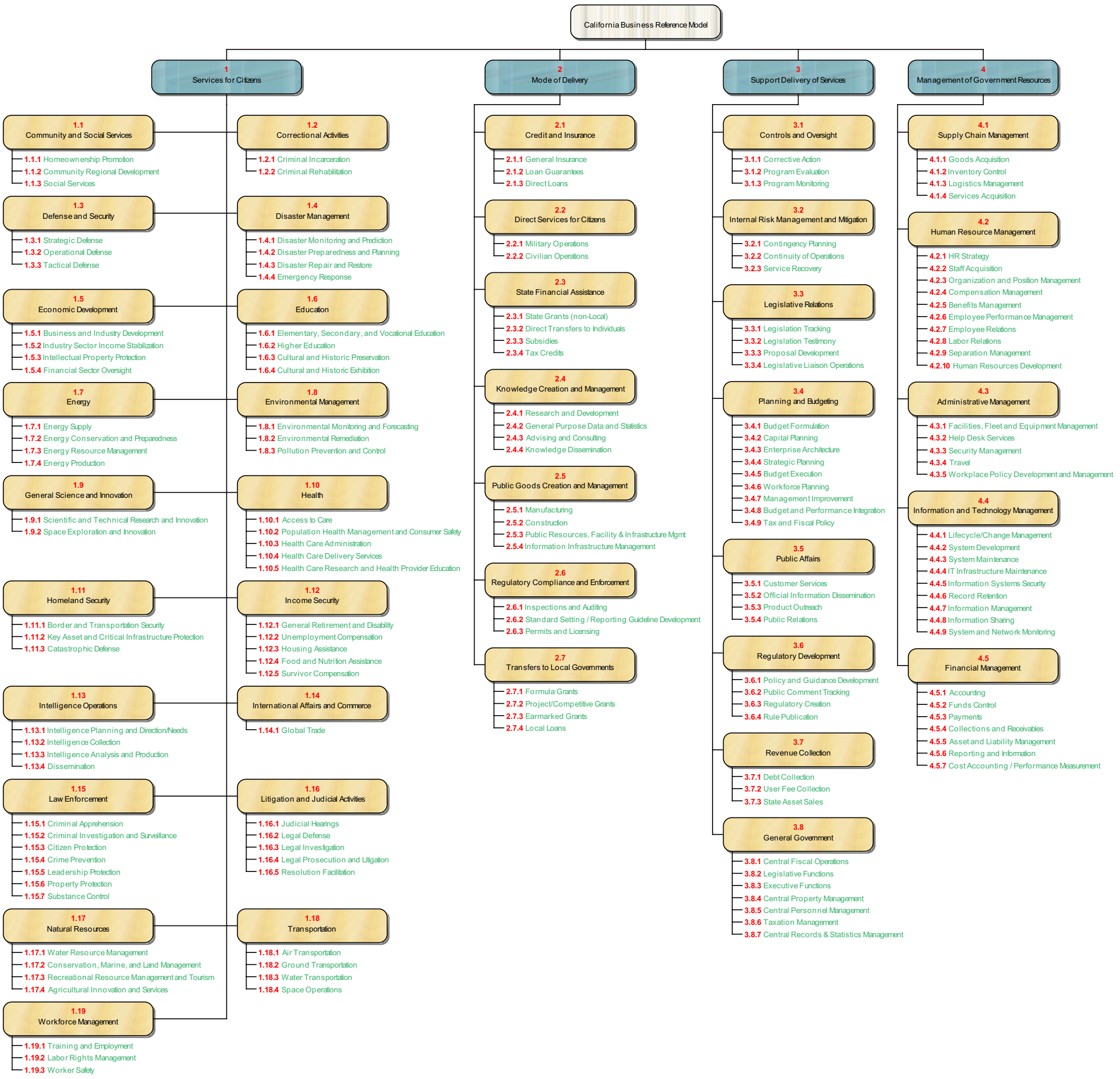
California Business Reference Model
1 Services for Citizens
1.1 Community and Social Services
1.1.1 Homeownership Promotion
1.1.2 Community Regional Development
1.1.3 Social Services
1.2 Correctional Activities
1.2.1 Criminal Incarceration
1.2.2 Criminal Rehabilitation
1.3 Defense and Security
1.3.1 Strategic Defense
1.3.2 Operational Defense
1.3.3 Tactical Defense
1.4 Disaster Management
1.4.1 Disaster Monitoring and Prediction
1.4.2 Disaster Preparedness and Planning
1.4.3 Disaster Repair and Restore
1.4.4 Emergency Response
1.5 Economic Development
1.5.1 Business and Industry Development
1.5.2 Industry Sector Income Stabilization
1.5.3 Intellectual Property Protection
1.5.4 Financial Sector Oversight
1.6 Education
1.6.1 Elementary, Secondary, and Vocational Education
1.6.2 Higher Education
1.6.3 Cultural and Historic Preservation
1.6.4 Cultural and Historic Exhibition
1.7 Energy
1.7.1 Energy Supply
1.7.2 Energy Conservation and Preparedness
1.7.3 Energy Resource Management
1.7.4 Energy Production
1.8 Environmental Management
1.8.1 Environmental Monitoring and Forecasting
1.8.2 Environmental Remediation
1.8.3 Pollution Prevention and Control
1.9 General Science and Innovation
1.9.1 Scientific and Technical Research and Innovation
1.9.2 Space Exploration and Innovation
1.10 Health
1.10.1 Access to Care
1.10.2 Population Health Management and Consumer Safety
1.10.3 Health Care Administration
1.10.4 Health Care Delivery Services
1.10.5 Health Care Research and Health Provider Education
1.11 Homeland Security
1.11.1 Border and Transportation Security
1.11.2 Key Asset and Critical Infrastructure Protection
1.11.3 Catastrophic Defense
1.12 Income Security
1.12.1 General Retirement and Disability
1.12.2 Unemployment Compensation
1.12.3 Housing Assistance
1.12.4 Food and Nutrition Assistance
1.12.5 Survivor Compensation
1.13 Intelligence Operations
1.13.1 Intelligence Planning and Direction/Needs
1.13.2 Intelligence Collection
1.13.3 Intelligence Analysis and Production
1.13.4 Dissemination
1.14 International Affairs and Commerce
1.14.1 Global Trade
1.15 Law Enforcement
1.15.1 Criminal Apprehension
1.15.2 Criminal Investigation and Surveillance
1.15.3 Citizen Protection
1.15.4 Crime Prevention
1.15.5 Leadership Protection
1.15.6 Property Protection
1.15.7 Substance Control
1.16 Litigation and Judicial Activities
1.16.1 Judicial Hearings
1.16.2 Legal Defense
1.16.3 Legal Investigation
1.16.4 Legal Prosecution and Litigation
1.16.5 Resolution Facilitation
1.17 Natural Resources
1.17.1 Water Resource Management
1.17.2 Conservation, Marine, and Land Management
1.17.3 Recreational Resource Management and Tourism
1.17.4 Agricultural Innovation and Services
1.18 Transportation
1.18.1 Air Transportation
1.18.2 Ground Transportation
1.18.3 Water Transportation
1.18.4 Space Operations
1.19 Workforce Management
1.19.1 Training and Employment
1.19.2 Labor Rights Management
1.19.3 Worker Safety
2 Mode of Delivery
2.1 Credit and Insurance
2.1.1 General Insurance
2.1.2 Loan Guarantees
2.1.3 Direct Loans
2.2 Direct Services for Citizens
2.2.1 Military Operations
2.2.2 Civilian Operations
2.3 State Financial Assistance
2.3.1 State Grants (non-Local)
2.3.2 Direct Transfers to Individuals
2.3.3 Subsidies
2.3.4 Tax Credits
2.4 Knowledge Creation and Management
2.4.1 Research and Development
2.4.2 General Purpose Data and Statistics
2.4.3 Advising and Consulting
2.4.4 Knowledge Dissemination
2.5 Public Goods Creation and Management
2.5.1 Manufacturing
2.5.2 Construction
2.5.3 Public Resources, Facility & Infrastructure Mgmt
2.5.4 Information Infrastructure Management
2.6 Regulatory Compliance and Enforcement
2.6.1 Inspections and Auditing
2.6.2 Standard Setting / Reporting Guideline Development
2.6.3 Permits and Licensing
2.7 Transfers to Local Governments
2.7.1 Formula Grants
2.7.2 Project/Competitive Grants
2.7.3 Earmarked Grants
2.7.4 Local Loans
3 Support Delivery of Services
3.1 Controls and Oversight
3.1.1 Corrective Action
3.1.2 Program Evaluation
3.1.3 Program Monitoring
3.2 Internal Risk Management and Mitigation
3.2.1 Contingency Planning
3.2.2 Continuity of Operations
3.2.3 Service Recovery
3.3 Legislative Relations
3.3.1 Legislation Tracking
3.3.2 Legislation Testimony
3.3.3 Proposal Development
3.3.4 Legislative Liaison Operations
3.4 Planning and Budgeting
3.4.1 Budget Formulation
3.4.2 Capital Planning
3.4.3 Enterprise Architecture
3.4.4 Strategic Planning
3.4.5 Budget Execution
3.4.6 Workforce Planning
3.4.7 Management Improvement
3.4.8 Budget and Performance Integration
3.4.9 Tax and Fiscal Policy
3.5 Public Affairs
3.5.1 Customer Services
3.5.2 Official Information Dissemination
3.5.3 Product Outreach
3.5.4 Public Relations
3.6 Regulatory Development
3.6.1 Policy and Guidance Development
3.6.2 Public Comment Tracking
3.6.3 Regulatory Creation
3.6.4 Rule Publication
3.7 Revenue Collection
3.7.1 Debt Collection
3.7.2 User Fee Collection
3.7.3 State Asset Sales
3.8 General Government
3.8.1 Central Fiscal Operations
3.8.2 Legislative Functions
3.8.3 Executive Functions
3.8.4 Central Property Management
3.8.5 Central Personnel Management
3.8.6 Taxation Management
3.8.7 Central Records & Statistics Management
4 Management of Government Resources
4.1 Supply Chain Management
4.1.1 Goods Acquisition
4.1.2 Inventory Control
4.1.3 Logistics Management
4.1.4 Services Acquisition
4.2 Human Resource Management
4.2.1 HR Strategy
4.2.2 Staff Acquisition
4.2.3 Organization and Position Management
4.2.4 Compensation Management
4.2.5 Benefits Management
4.2.6 Employee Performance Management
4.2.7 Employee Relations
4.2.8 Labor Relations
4.2.9 Separation Management
4.2.10 Human Resources Development
4.3 Administrative Management
4.3.1 Facilities, Fleet and Equipment Management
4.3.2 Help Desk Services
4.3.3 Security Management
4.3.4 Travel
4.3.5 Workplace Policy Development and Management
4.4 Information and Technology Management
4.4.1 Lifecycle/Change Management
4.4.2 System Development
4.4.3 System Maintenance
4.4.4 IT Infrastructure Maintenance
4.4.5 Information Systems Security
4.4.6 Record Retention
4.4.7 Information Management
4.4.8 Information Sharing
4.4.9 System and Network Monitoring
4.5 Financial Management
4.5.1 Accounting
4.5.2 Funds Control
4.5.3 Payments
4.5.4 Collections and Receivables
4.5.5 Asset and Liability Management
4.5.6 Reporting and Information
4.5.7 Cost Accounting / Performance Measurement
Reference Model
Business Area
Lines of Business (LoBs)
Sub-Function